

Section I. General Agency Information

A. Name of Agency

Department of Health and Mental Hygiene

B. Organizational Chart – (Attachment A)

C. Vision Statement

The Department of Health and Mental Hygiene's (DHMH) vision is Leading the Way to a Healthy Maryland in the New Millennium.

D. Mission Statement

DHMH promotes the health of all Maryland citizens by providing health and support services; by improving the quality of health care for all; by providing leadership in the development and enactment of responsible and progressive health care policy; and by serving as the advocate for public health initiatives and programs to improve the quality of life for all Marylanders. Maryland's public health is our business.

E. Description of State Function

1. Priorities and Goals

The Department has identified five priority areas and associated outcome goals for the Department of Health and Mental Hygiene. They are:
(See also Attachment B)

HEALTH CARE QUALITY

A Maryland health care delivery system that values the standards of quality of service, continuous improvement and accountability and ensures that the most appropriate services are delivered to all who need them.

Outcome Goals:

- Improve quality of care in the regulated industry
- Improve quality of care in State financed programs
- Improve quality of care in State-operated programs and local health departments
- Ensure quality of care through licensed health care professionals

HEALTH CARE ACCESS

Availability of a comprehensive range of appropriate (community-based vs.institutionalized) health and mental health services for all Maryland citizens regardless of income, location or personal circumstance.

Outcome Goals:

- Assure health care coverage

- Improve access to support services for individuals with disabilities
- Assure sufficient supply of providers and services
- Reduce barriers to appropriate utilization of services

PUBLIC HEALTH IMPROVEMENTS

The provision and promotion of activities that safeguard and improve the health and well-being of Marylanders and communities from illness and injury.

Outcome Goals:

- Improve children's well being
- Improve maternal well-being
- Reduce chronic disease
- Reduce infectious disease
- Reduce injury, illness and death through prevention efforts

HEALTH CARE POLICY

Consistent advocacy, guidance and direction provided by DHMH to ensure enhanced coordination, collaboration and cooperation among agencies responsible for health care planning and program development.

Outcome Goals:

- Improve the coordination of health policy development

INFRASTRUCTURE

The administrative functions necessary to support the operation of all DHMH program units. This includes budget, personnel, training, information technology and other support areas, as well as environment/space.

Outcome Goals:

- Ensure well-qualified workforce
- Ensure a physical work environment that promotes work effort
- Provide reliable access to accurate, secure and timely electronic information
- Provide internal support services and goods in an efficient, timely and customer friendly manner

In addition to the priorities and goals, the Department has established a crosscutting goal to improve internal and external customer service.

2. Organizational Functions

The Department of Health and Mental Hygiene is led by Secretary Nelson J. Sabatini. and carries out its functions through the Executive Operations and Quality Management Programs and three Deputy Secretariats – Health Care Financing, Public Health Services and Operations. The following is a brief summary of the functions of each:

Executive Operations and Quality Management Programs

In 1999 the Secretary reorganized several units within the Department to establish the Quality Management Programs (QMP) within the Office of the Secretary. The units that comprise the QMP are the Office of the Inspector General, the Office of Health Care Quality, the Cigarette Restitution Fund Program, and 19 Health Occupations Boards and the Kidney Commission.

The reorganization of these units has focused on increasing the quality of services through the collaboration of health occupations, licensing and internal auditing functions. The clustering of these interconnecting, interdependent components has resulted in a more efficient quality management system.

The **Office of Health Care Quality (OHCQ)** is mandated by state and federal law to determine compliance with respect to quality of care and life standards within a variety of health care services, facilities and related programs. The OHCQ implements established public policy to ensure the health and safety of consumers through a fair survey and enforcement process; licenses, certifies and/or approves providers of care and services; works cooperatively with federal and state agencies, advocates, and providers to improve quality of care and life for consumers; and provides accurate information to the public.

The **Health Occupations Boards and Commissions**, including the Board of Physician Quality Assurance and the Maryland Board of Nursing, are autonomous and are responsible for licensing health professionals and/or organizations and investigating complaints related to health professional competence. The Commission on Kidney Disease sets physical and medical standards for dialysis and transplant facilities throughout the State. The Commission certifies, surveys and regulates these facilities to ensure that quality health care services are provided. The vast majority of the Health Occupations Boards/Commission are special funded, i.e., funded through revenues received from issuing licenses, assessing late fees and disciplinary penalties.

Deputy Secretariat for Health Care Financing

The Deputy Secretariat for Health Care Financing (HFC) is responsible for the oversight of the State's Medical Care Programs, which includes: Medical Assistance (Medicaid), Pharmacy Assistance, Kidney Disease and the Maryland Children's Health Program. These programs provide services to nearly 510,000 low-income and disabled individuals and families.

The vision of HCF is for Marylanders to have access to quality health care services through a variety of delivery systems that serve as national models in the health care industry. Strong partnerships between State and local governments, the business community, and all of the health care providers contribute to healthy people in health communities. This is realized through its assurance that Marylanders have access to cost-effective quality health care service and is achieved by providing leadership and oversight to the Maryland Medicaid Program and regulatory commissions.

Other units within the Deputy Secretariat include the regulatory commissions – the Maryland Health Care Commission and the Health Services Cost Review Commission.

The Maryland Health Care Commission is charged with the responsibility to develop, implement and monitor new health policies including: 1) a database on all non-hospital health care services; 2) comprehensive standard health benefit plans for small employers; 3) fiscal impact of state mandated benefits; 4) quality and performance measures for health maintenance organizations; 5) quality and performance measures for hospitals, ambulatory care facilities and nursing homes; 6) electronic claims clearinghouses; 7) state health planning functions to produce the State Health Plan; and 8) certificate of need program for regulated healthcare entities.

The Health Services Cost Review Commission is charged with the responsibility of containing hospital costs, maintaining fairness in hospital payments, providing for financial access to hospital care and disclosure of information on the operations of hospitals in the State. The Commission is involved with the resolution of financial problems that may threaten the solvency of efficiently run institutions. It assures all purchasers of hospital health care services that the cost of said institutions are reasonable, the rates are set in reasonable relationship to aggregate costs and the rates set without discrimination.

Deputy Secretariat for Public Health Services

The Deputy Secretariat for Public Health Services (PHS) is responsible for policy information and program implementation affecting the health of all Maryland citizens through the Community Health Administration, the Family Health Administration, the AIDS Administration, the Laboratories Administration, the Alcohol and Drug Abuse Administration, the Mental Hygiene Administration, the Developmental Disabilities Administration, the Office of the Chief Medical Examiner and the Anatomy Board. The mission of PHS is to improve the health status of individuals, families, and communities through prevention, early intervention, surveillance and treatment; as well as, to provide an accessible, timely, fair and efficient administrative system to protect, advocate and preserve the civil and legal rights of persons in facilities and community-based programs for the mentally ill and the developmentally disabled throughout the State.

The PHS promotes health behaviors in individuals and families through community-based interventions and partnerships that aim to protect the health of at-risk and vulnerable populations by providing their access to quality health care and prevention services. This is accomplished through the 24 local health Departments (LHD) in Maryland, one for each of the counties and the City of Baltimore. These local health departments are the focal point of Maryland's public health services.

Deputy Secretariat for Operations

The Deputy Secretariat for Operations provides support services to DHMH. These include financial planning, expenditure control, personnel management, procurement, general services, information resources management, vital records (birth, death, marriage, divorce, adoption and legitimization records for Maryland), health statistics, grants administration, capital construction, regulation coordination, volunteer services, governmental relations, legislative affairs, community relations, public relations and executive nominations.

F. Location

The Department of Health and Mental Hygiene operates throughout the State of Maryland. Headquartered at the State Office Complex in Baltimore and several satellite locations, the DHMH operation is comprised of thirty-two Administrations, Offices, Boards and Commissions. In addition, there are local health departments covering the twenty-three Maryland counties and Baltimore City.

There are also seventeen facilities and the Maryland Psychiatric Research Center providing services for Maryland citizens.